

Academic Plan Development Plan



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U N I M A S

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Cover Illustration
View of Campus

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P.KHIDMAT MAKLUMAT AKADEMIK
UNIMAS



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The Mission

The mission of UNIMAS is to establish itself as an exemplary university of internationally acknowledged stature and as a scholarly institution of preference and choice for both students and academic staff through the pursuit of excellence in teaching, research, and scholarship. It will do so by offering a range of opportunities in education, training, and scholarly services and through the strategic and innovative application of knowledge to enhance the quality of the nations 'culture and the prosperity of its' people.

PUSAT KHIDMAT MAKLUMAT AKADEMIK UNIVERSITI MALAYSIA SARAWAK		
Tarikh Pemulangan		



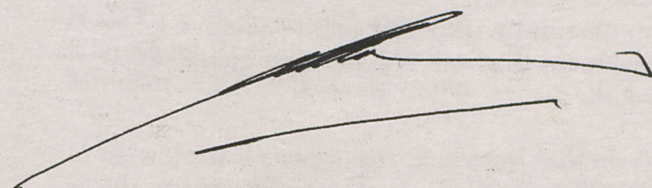
Message

At this critical time in the development of our country, and against the background of a rapidly changing balance in the world economic and political order, our universities have a vital role to play in preparing the younger generation to face a brave new world.

Education per se, and university education in particular, is pivotal to achieving our national aspirations and objectives. Universities therefore must be models of excellence in the broadest sense; scholastic, scientific, technological and humanistic.

In its concept and ethos UNIMAS should be a university for tomorrow's world. It will have to be innovative and to be ready and willing to embrace the rapid changes in learning and teaching methods. The way forward must be reflected in the design of the campus. Its physical form and image must be in conformity with a world-class standard of excellence and should reflect our aspirations for the future.

The future of UNIMAS will be guided by the two plans: the Academic Plan and the Development Plan. It is the dynamic interaction of these plans which can lead UNIMAS to contribute towards the achievement of our national objectives and in becoming a university recognised by the world.



Rt. Hon. Datuk Seri Dr. Mahathir Bin Mohamad
Prime Minister, Malaysia

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Message

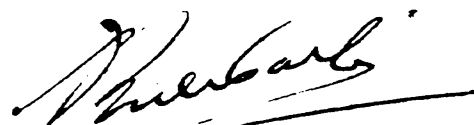
In the short period since its inception, UNIMAS has already made an impact on the cultural, social and intellectual climate of Sarawak. In the years to come, we look forward to UNIMAS becoming a key resource for the State and the Nation, and through its many activities we expect UNIMAS to act as an international conduit, helping to make the world accessible to Sarawak and Sarawak accessible to the world.

In the preparation of the Academic and the Development Plans, UNIMAS has incorporated contemporary ideas and concepts of higher education. It has been recognised that universities have a great potential to act as catalysts for urban and economic growth and we believe that UNIMAS will stimulate the development of the vibrant new community based at Kota Samarahan, which will enrich the life of the community at large.

UNIMAS looks forward to encouraging the private sector to participate in its development and to provide facilities and amenities which will complement those of UNIMAS itself. It is intended that these facilities will, as far as is practical, be available to the Sarawak community.

These plans chart the path to guide the development of an attractive and stimulating urban centre that will greatly enrich the cultural, social, intellectual, commercial and economic life of Sarawak. UNIMAS will be a model of environmentally responsive and sustainable development that will enhance the image of Sarawak.

I believe that Sarawak will become a worldwide household name in no small measure due to the excellent academic reputation of the university that bears its name.



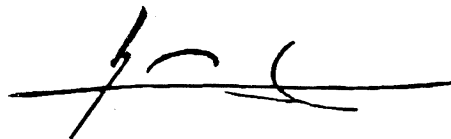
Rt. Hon. Tan Sri Datuk Patinggi (Dr.) Haji
Abdul Taib Mahmud
Chief Minister of Sarawak.

Message

University education is multi-faceted, particularly in view of the challenges of the twenty-first century. Therefore, it is the role of the university to ensure that this training is not limited to the classroom, and that the university life of students will prepare them to function within an international context, be it social, business, cultural or intellectual. UNIMAS aims to provide students with the tools, the experience and the pioneering spirit which will prepare them for a new and challenging future in the world community.

Education, and university education in particular, is increasingly becoming an international commodity and the programmes and facilities developed by UNIMAS must be the best of their kind to enable UNIMAS to compete favourably in the international arena.

This must be the mission of UNIMAS. The Academic and Development Plans are the first steps in the process of transforming UNIMAS into a world class university in a Malaysian setting. This is a big task, but I have no doubt that UNIMAS will rise to the challenge and will in every sense become a model that others will seek to emulate.



Hon. Dato' Seri Mohd Najib Tun
Haji Abdul Razak
Minister of Education, Malaysia.

Message

To meet the challenges of today and tomorrow universities must seek to undergo change in their structure and pattern of governance and management. They have to take a different stance than before in their approach to conducting their knowledge business. To be efficient and to increase productivity, universities need to review traditional and conventional practices and in certain areas adopt those of the corporate world.

This document, an integration of both the existing Academic Plan and the proposed campus Development Plan conveys the preparedness of UNIMAS in facing those challenges. The Academic Plan has already taken the University along a bold path. Our academic structure and activities are non-traditional, based on our relevancy of our functions. Our management structure and style are based on preparing ourselves to take up a central involvement in the country's knowledge industry.

The Development Plan will propel UNIMAS further along its path. The proposed campus plan is a fine response to the set mission and objectives of the new University. The open and urban elements of the Plan reflect not only the character of a contemporary and forward looking University but also the commitment of UNIMAS to actively contribute to both the national and regional economic development. The ergonomic and environmental considerations and the Development Plan reflect not only the desire to provide a memorable campus life for the students but also to give a sense of pride and satisfaction to those associated with the University.

I have seen with great pride the progress of our academic development within the existing temporary campus. The lessons learnt will I am sure help us realise our permanent campus and our mission of establishing a university of internationally acknowledged stature in Sarawak.



Tan Sri Datuk Amar Haji Bujang Mohd Nor
Board of Director's Chairman

Executive Summary

This document unites the two strategic plans, namely the Academic Plan, first presented by the Vice-Chancellor to the Steering Committee in February 1993, and the Development Plan, first presented to the University Council in May 1995. The Academic Plan defines the mission and purpose of UNIMAS, outlines major targets, and sets out strategies for their implementations.

Malaysia's way forward to become a fully developed country has provided the context for UNIMAS Academic Plan. To achieve the vision and to finally leap into the league of fully developed industrialised nations Malaysia must raise the human quality her managers, entrepreneurs and workers, and fully utilise the creative capacities and potential of her diverse population to generate a more skilled and knowledge rich society. UNIMAS has been presented with the opportunity to respond to this vision. It has the opportunity, not on the basis of some already existing structure, and an institutional character formed in an earlier period, but with direct reference to the goals which that vision sets.

UNIMAS is committed to being a university that is contemporary in character and forward looking in its outlook. The success of UNIMAS depends on how well it positions itself within the national and international development.

The changing nature of work, the new topology of knowledge and the pressure of urgent human issues, together set the task of UNIMAS academic design. They suggest the need for a new approach to the design of undergraduate curricula. They indicate the areas in which UNIMAS can build distinct competence.

Undergraduate curricula cannot be based entirely on traditional disciplinary structures but on multidisciplinary programmes. It also follows that the desired graduate profile is one that is based on the total development of the individual as an autonomous but cooperative member of society. Thus, the undergraduate programme is structured along three main category of courses; core, complementary and generic.

Quality is a major concern of the University. UNIMAS will pursue a deeper understanding of the nature of the teaching-learning processes, and will venture in their new approaches such as collaborative or negotiated learning. Technology too has exerted a great impact on pedagogical activity. UNIMAS will deploy such technology and support its use in teaching-learning.

In identifying promising areas for establishing some distinct academic competence, UNIMAS must also take full advantage of its location and of the resources and potential of its prospective environment. Other than the identified core competency areas of the eight Faculties, UNIMAS will encourage research in multidisciplinary areas through the establishment of research centres.

Teaching and research are not the only scholarly pursuits of UNIMAS. The scholarship of application and service are equally important, as industry becomes more knowledge-based. Effective mechanisms such as the research park will be sought to encourage collaboration in the mutual interests of both the University and industry .

UNIMAS recognises that its core business is knowledge. The capitalisation of knowledge must be supported by an efficient administrative and management structure. The University is presented with the opportunity to initiate significant change in the cultures of our universities, their entrenched norms and notions, their routines and practices. UNIMAS has the opportunity of creating a new structure and a different style of management, and exerting change to the prevailing pattern of governance.

The Development Plan embodies the Academic Plan in a material form and translates it into an organisational framework that reflects the ideas and concepts as well as the animating ethos of UNIMAS. The Plan sets an organisational framework for growth which will ensure the University's orderly development over time and one that is flexible enough to accommodate unforeseen changes. The Plan also allows the campus to combine contemporary and traditional elements within timeless designs and structures.

To help guide the physical development of UNIMAS and those who are involved in its realisation, a number of planning and design objectives are set. They express the desire that the campus will be a landmark and will help enhance the University's reputation and make those associated with the University feel proud. It is also the objective of the Plan to ensure that UNIMAS presents a highly attractive, inviting and welcoming prospect to the greater community. It also seeks the active participation of the private sector in its development and activities

The site of the UNIMAS lies to the west of Kota Samarahan about 10 km south-east of Kuching to which it will be linked by an expressway running along the western boundary of the site. It is planned that the campus will also have a direct connection for boats from Kuching via the Sungai Bayor.

For its development, UNIMAS is presented with a site of approximately 1050 ha. This includes 165 ha which is part of the original site and an additional 885 ha for acquisition. The site lies to the west of Kota Samarahan.

The University is planned to accommodate 12,000 full time students at 2005 and for strategic planning purpose plans have also been projected for a full time student population of 20,600 by 2020.

The layout of the campus responds directly to the natural characteristic of the site, being concentrated in a horseshoe shaped area of higher topography which forms a natural basin at its centre.

In its organisation and design the campus and its buildings will be sustainable and reflective of a high technology university of the twenty first century.

The University will act as a demonstration of the critical leap from environmental management to ecological development.

The University is designed to exude an atmosphere of knowledge and enterprise which reflects the commitment to be contemporary in character and forward-looking in outlook.

The University and its buildings will exploit to the maximum the advantages of modern technology and be capable of adaption over time to technological innovation particularly in the fields of information technology.

To guide the development the University has set objectives which will result in buildings which are responsible to the site, minimise pollution, have low energy demand, provide for reuse and provide for health and well-being.

As far as in possible the University will be developed so that the buildings are an integrated whole such that the social, teaching and possibly some of the residential areas are mixed so as to encourage extra curricular activities and maximise the potential for evening an weekend participation by both the University and outside communities.

The University has been planned to optimise its attractiveness to the private sector and encourage private sector investment in related and complementary facilities which will act to enhance the amenities of the campus.

The campus has been laid out to maximise its flexibility and to allow change to occur overtime. The academic buildings in particular are expected to change and grow and individual facilities and facilities may over time move location.

The University will have a forward-looking architectural identity which will give it a strong image and stimulating character.

The University will be compact to minimise the walking distances for both students and staff. The layout is a vertebrate structure with the faculties located in close proximity to each other along a pedestrian only spine following the line of the horseshoe shaped ridge. Building expansion will be away from the spine and stepped down the slopes of the ridge. Those faculties with a significant outdoor space requirement are located to the outside of the Academic Core.

Central to this structure is the University Square which also acts as the University's major point of arrival and will be visible from the expressway.

Around the lower edge of the horse-shoe shaped ridge is a ring road giving vehicular access to all the campus buildings and facilities. At the low point in the centre of the horse shoe a fresh water lake will be created.

The structuring of the student residential life will be based on residential colleges to which all students will belong for the whole of their time at UNIMAS. The colleges will form the centre of the University Community and will care for the students spiritual and physical welfare. The colleges have been structured as a continuation of the central academic spine and as close as practical to the centre of the campus.

The University should be regarded as an integrated whole with the spine being part of a rich hierarchy of external spaces formed by buildings and the spaces between buildings. The ground floor of the buildings facing the spine will incorporate a covered way that will permit the crossing of the campus protected from sun and rain. The ground floors facing the spine may also house retail and other amenity uses. The pedestrian spine also enables the University to be fully accessible to the physically handicapped.

In the phasing of the development the University will aim to appear complete at each stage.

The University Research Park has been located near to the "host" faculties and adjacent to the University Golf Course. The Golf Course also forms an attractive setting for the University as it is viewed from the expressway.

The University will see that there is a compatibility of architectural forms and elements such that the University is read as an integrated totality and not as a series of fragmented elements.

In the phasing of the development the University will aim to appear complete at each stage.



Academic and Development Plans





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Preface

UNIMAS was established as a result of the meeting of visions and wishes of the founding fathers, namely, The Rt. Hon Dato' Seri Dr Mahathir Mohamad, the Prime Minister of Malaysia, The Rt. Hon Datuk Patinggi Tan Sri (Dr.) Haji Abdul Taib Mahmud, Chief Minister of Sarawak, and The Hon Datuk Amar Dr Sulaiman Haji Daud, then The Minister of Education of Malaysia, for the future of our nation, and of the role of higher education, in particular of a university in the state of Sarawak, in the achieving of that national mission.

As we enter the twenty first century Sarawak's strategic location at the centre of the rapidly developing East Asian Region, makes it ideal for the launching pad of a new national university. Sarawak is a land of great diversity. Many different ethnic groups each with distinct cultural traditions make up its relatively small population. Its magnificent natural environment is an expansive patchwork of forests, mangroves, scrublands, farmlands, limestone caves and rugged mountains. The wealth of the State's flora and fauna offers tremendous possibilities for research that could have far-reaching impact globally.

A Steering Committee for the establishment of the University, chaired by the then Minister of Education, first met on 1st September 1992. The Vice-Chancellor designate was appointed on 1st October 1992. The following events occurred very rapidly. UNIMAS was incorporated as Malaysia's eight university on 24th December 1992. The Corporate Academic Plan (January 1993), laying out the academic blueprint, was presented by the Vice-Chancellor to the third and last Steering Committee on 19th February 1993. In May 1993, we began to draw up plans for a temporary campus. Admission for the first batch of 119 students began on 8th August 1993, and we moved into the current buildings before the beginning of the second semester in October, ninety days after ground breaking.

A permanent campus for the University has been intended from its inception.

The chosen site began with the offer by the State an area of some 330 ha. An additional 820 ha to be acquired by the University will make up the total Campus area.

This documents unites the two strategy plans which will contribute to future the success of UNIMAS, namely the Academic Plan and the Development Plan. These plans set out to address a number of very practical demands related to contemporary pressures on universities, such as the relevancy and urgency of growth, the need for economy of means and the unpredictable demands of longer expansion and change.

A critical success factor for UNIMAS is the ability of the campus planners and designers to embody translate and realise the Academic Plan in material form; that reflects the ideas and concepts of the University. Campus universities may have similar ingredients, but the campus that has successfully translated those ideas and concepts, as well as the desired ethos is the one that will help the University to fully realise its mission and aims, thus its full intended mission.

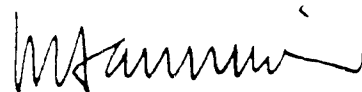
The Development Plan presented here is not an outcome of a deliberate attempt to create a campus that is different from the others in the country. In its preparation we have challenged our consultants to respond to our mission, to our commitment to being a university that is contemporary in character and forward looking in outlook, and to our desire for openness in order to serve a wider clientele and audience amongst the community and industry.

The available site offers little by way of natural scenic beauty. What it offers is a challenge for the planners to create a landmark in the landscape, and a functional yet uplifting campus that reflects the ideas of its time in form and image. A university entering the twenty-first century must also fully exploit technological, architectural and ergonomic innovations to enhance creative pedagogic activities to support scholarly pursuits.

These plans must be regarded as the start of a process to guide the physical development of the University. The plan will change over time, as a response to living and working in the early part of the campus, by a continuing process of discussion, evolving expectations and academic change. It is a merit of the plan that it provides for a considerable degree of flexibility and yet is robust enough to accommodate change over time.

Many people have contributed to the preparation of this plan. We would like in particular to record our appreciation to The Rt. Hon. Chief Minister of Sarawak, Datuk Patinggi Tan Sri (Dr.) Haji Abdul Taib Mahmud for his insight and guidance, to The Hon. Datuk Amar Dr Haji Sulaiman Daud, for his encouragement and support which was given so generously to planning process; to the consultant team for having shown us the way and for giving us so many hours of stimulating discussions which are now in some way reflected in the plans.

The UNIMAS Development Plan learns from the lessons of the past, charts a future and provides the physical environment for what one university of the twenty first century should do and be. We hope that we produce a university that is sustainable such that those who follow inherit a university of which they can also feel justly proud.



Professor Dato' Zawawi Ismail
Vice-Chancellor
1st July 1995

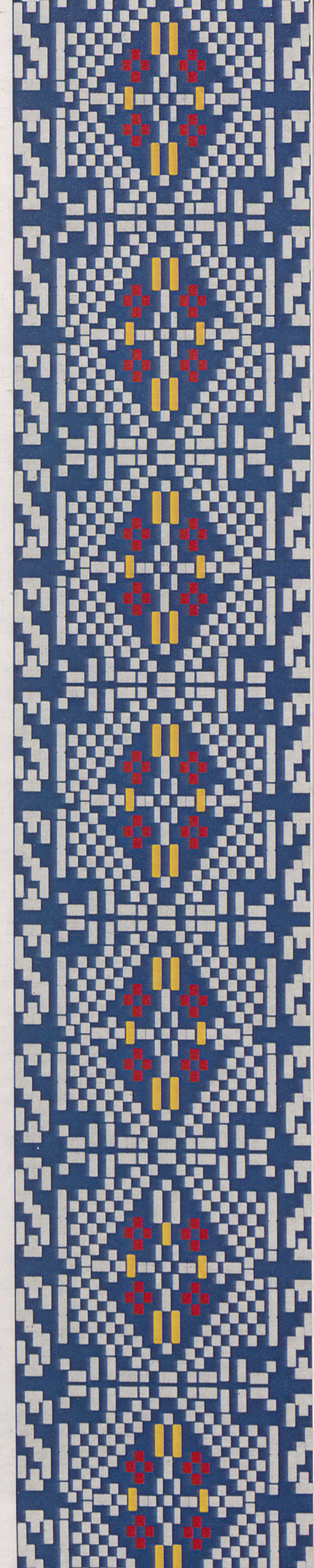
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Academic Plan



Academic Plan

Foreword

The way forward for Malaysia is to become a fully developed country. The challenge is a formidable one. In an era of rapid world-wide social and technological change, a country's progress hinges on how well it positions itself within that global context. Successful adaptation to this ever changing international economic environment rests, in turn, upon how well each of the key sectors that contribute to the attainment of the national objectives responds to the government's initiatives and to wider elements of change.

Although the future is a constant uncertainty, current trends point to a structural shift in the economic process, from one that is dependent upon physical capital to one that rests upon the capitalisation of knowledge. With knowledge as its core activity and resource. The university has become more important than before to the economic and social development: as the tool for human resource development: as the nation's constant source of knowledge, technology and information.

The Universiti Malaysia Sarawak is a response to the new Vision of the future course of Malaysia. It is a university of opportunity: the opportunity to respond to the challenge of change, to support and participate in the establishment of a fully developed and united Malaysian nation. It is a university of the twenty first century and beyond.

This Plan defines the mission and purpose of UNIMAS, outlines major targets and sets out strategies for their implementation. The functions of a university, as the name implies is universal. But each university must devise its own principles and concepts and create its own distinctive identity.

The design that is outlined represents the first step in a rolling cycle of planning which will be followed a yearly process of monitoring, evaluating and adjusting activities to meet UNIMAS mission and objectives.



Professor Dato' Zawawi Ismail
Vice Chancellor
1st January 1993

1.0 The Mission

The recent past has witnessed the inception of a global economic transformation that directly and ever more intensively affects Malaysia's economy. Its central feature has been the increasing interdependence and integration of the various economic activities brought about by the advent of new technologies, especially information technology. Malaysia has not merely experienced but has responded actively to these changes. Consistent with global economic patterns, manufacturing has become the leading growth sector in our economy, replacing agriculture. Meanwhile, the services sector, which in terms of its economic contribution is assuming an ever increasing importance, is now poised to become the leading sector of the economy in the near future.

Malaysia's development has reached a critical juncture. The structural transformation of its economy places its society at the threshold of a fundamental social transformation, into an information-based society and, beyond, into one that is knowledge based. Future growth, however, will depend on how well Malaysia positions itself and how intelligently it continues to reassess its position within the rapidly changing global economy. Malaysia must remain alert and flexible. To take full advantage of the opportunities offered by the expanding and ever more closely interconnected world economy, planners and also the workforce will have to keep up with a succession of interlinked technological, economic and social changes.

As these changes proceed in the new era now unfolding, Malaysia's growth will be based upon the increasing efficiency and productivity of its labour force. Modern industry and economic expansion are becoming increasingly driven by technology. The country will rely increasingly on private sector investment. As the government withdraws from many economic activities, small and medium scale industry will begin to play major roles in the economy and will be the key to strengthening the nation's economic base. Increasingly, the economic vitality of an ever more diverse and decentralised industrial sector will rest not upon the governments's direct involvement but upon the human capacities of that sector's managerial,

professional and technical staff. The growth of the information and technology dependent industries, together with the declining significance of agriculture and its related sectors, mean that the nation's human capital will be its most important economic and development resource.

Meeting the need for an ever larger pool of intelligent and skilled labour capable of sustaining the drive forward will depend largely upon optimal utilisation of the nation's human resource potential; it will therefore require the instituting of effective measures for human resource development.

To maintain their edge in an increasingly interdependent and therefore fiercely competitive world, most nations have now begun to recognise the crucial role to be played by their human resources - by a skilled, versatile, and adaptable workforce - and the need to invest heavily in its development and constant improvement. In a competitive global environment the ability to master technology, to manage complex systems, and to innovate will increasingly mark the difference between successful and unsuccessful nations. It is therefore imperative that Malaysia quickly and efficiently produces an industrial, scientific and managerial infrastructure that is skilled, resilient and adaptable.

For Malaysia's national development, a technology-literate and technologically competent workhorse is not enough, technology itself must be mastered. As the Technology Action Plan (1990) recognises, modern technology is critical to the process of industrialisation and continuing growth. But access to technological entails more than merely importing it. Technological mastery can only be achieved through local efforts of assessment acquisition, assimilation, adaptation and even innovation.

Recent experience further demonstrates that the foundation of technological innovation, advance and development is entrepreneurship and competition. Further, the basis of competition is no longer defined by labour cost factors but along dimensions which are more sophisticated than before. Technological innovation, entrepreneurship and

competition, intimately interconnected, are today the essential basis of sustained economic growth and national development.

Yet Malaysia remains technologically underdeveloped. As it enters a promising new future, the country lacks the necessary industrial, scientific, and managerial capacity to sustain the development of new, technology-based vanguard industries. This represents a major economic, scientific and educational challenge that must be addressed if the obstacles to successful national development are to be overcome.

A nation's successful drive into in the new economic era will not be solely based on technology, narrowly conceived, nor will it be measurable simply in terms of industrial advance. There are profound problems associated, as a growing world-wide awareness recognises, with modern technology and industrial development. Hence, we need to have greater understanding of the human and cultural dimensions of technology.

Wealth creating activities are all too often accompanied by damaged ecosystems and weakened social structures. A sustainable future, for Malaysia as for other nations, will depend not only upon the economic achievements of its people but also on their moral and ethical awareness, the coherent cultural grounding of their social and political as well as moral outlook, and the pursuit on the basis of such an outlook of a quality of life that is environmentally sustainable.

A better future depends on Malaysia's ability to conceive of and also realise a greater compatibility between economic progress, on the one hand, and human life and values, on the other.

In other words, technology is not simply a technological but a social and cultural phenomenon as well. Technology needs not only to be used but also to be understood if it is to be employed wisely and effectively. Effective mastery, both individual and collective, of technology requires that its social and cultural meaning and its human character, not just the mechanics of its practical deployment, be understood.

The modern, technologically aware manager, worker, entrepreneur, and even citizen will have to understand the sociocultural context of technology just as well as they have to appreciate its practical aspects. They will have to recognise that both these forms of understanding are necessary to the achievement of modernity itself. There is much more, it follows, to mastering technology than simply employing it; and any nation that fails to recognise this condemns itself to being simply an importer and imitator, not an autonomous adapter and innovator, of technological inputs. Recognition of this profound fact has important implications for the nature of technological and also humanistic education in the era now unfolding.

Malaysia is perhaps the only developing country to have set itself the target of becoming a fully developed industrial nation by the year 2020. To achieve this goal and sustain that momentum, it can no longer rely on abundant natural resources and the existing skills of our labour force to provide Malaysia with its competitive advantage. Nor can Malaysia continue to rely on imported capital and technology. Instead Malaysia must fully utilise the creative capacities and potential of her diverse population to generate a more skilled and knowledge-rich society. Malaysia must raise the human quality of her managers, entrepreneurs and workers if Malaysia is to make the final leap into the league of fully developed industrialised nations.

At the apex of the national education system, the universities have an important role to play. But only those universities that are contemporary in character and forward-looking in their outlook will be adequate to the challenge.

The challenges outlined above - economic and technical, human and cultural, scientific and educational - together define the tasks that face UNIMAS and the great opportunities with which it will be presented. UNIMAS will enjoy an unique opportunity to meet those challenges. It will begin addressing the nation's new direction and vision, not on the basis of some already existing structure and an institutional character formed in an earlier period, but with direct reference to the goals which that vision sets. Unburdened by any institutional weight of the past, it is free to boldly step forward. It has the opportunity not simply to respond to

change but to become a significant agent and intellectual catalyst of change nationally.

The percentage of Malaysia's population in tertiary education remains low; the current total enrolment represents only 7% of the age group, very low when compared to the figures of Korea (36%), Japan (28%), Germany (30%), United States (60%). The National Development Plan 1990-2000 (NDP) has projected a substantial increase in the present stock of graduates in most professions to meet future development targets. As that Plan notes, 'The task of creating and nurturing such manpower will rest on a pragmatic education and training delivery system that is sensitive to future changes and needs of the market'. UNIMAS is designed to play a strategic role in that task of meeting the nation's quality manpower needs.

What this entails for a modern university's role, however is not a narrow or exclusive concern with simply professional, technical or vocational preparation. The rapid social, economic and technological changes confronting the nation are likely to generate an increased demand for research efforts that are both more specialised and also more interdisciplinary than in the past. It is generally only universities which can meet such challenges. While industry will usually excel in technology and product development, it is universities that are able to take the lead in basic research and in exploring promising connections between different specialised branches of knowledge.

UNIMAS is presented with the opportunity, through the devising of innovative curricula, academic programmes and structures, to define the profile of a new breed of graduates: professionals who are technically competent in new and rapidly changing fields of knowledge, who have a keen and contemporary understanding of the interdisciplinary convergence of different technical areas and their implications, and who at the same time understand in a truly modern way the broader human, social and cultural context within which their professional knowledge and activities are grounded. Only graduates with this kind of understanding will be capable - in the twenty-first century context to the year 2020 and beyond - of initiating and of achieving significant national development: of responding to change, managing it, and meeting the challenges of an ever changing future.

A university that is contemporary in character and forward-looking in outlook, as UNIMAS is committed to being, will provide the nation with leaders, managers, scientists and technical specialists as well as thoughtful citizens who are capable of handling the complex challenges of our common future - confidently, competently, and creatively.

The Aims

In fulfilling its mission UNIMAS is committed to:

- *Pursue and advance relevant and useful knowledge; to encourage its application to the nation's intellectual, social, economic, technological and industrial development; and to conserve, refine and transmit knowledge through scholarship, publication and the development of information systems.*
- *Contribute to national economic growth and sustainable development by devising practical uses for theoretical knowledge, by furthering the application of new knowledge and skills, and by making available training, research and consultancy services through a range of collaborative activities.*
- *Foster a conducive environment for the pursuit and dissemination of knowledge and the conduct of free intellectual enquiry by upholding the academic freedom of the University community and its members.*
- *Establish a progressive, proactive and innovative university community which will be sensitive to external change and capable of contributing effectively to the development of the University and of Malaysian society.*
- *Establish and continuously enhance its scholarly reputation and standing by systematically ensuring the quality of its programmes, courses, research and academic services as well as the efficiency and academic character of its management.*
- *Take optimum advantage of its location and environment to facilitate its development and the region in which it is located;*
- *Establish close linkages with government, the local community and industry and with other national and international academic institutions.*
- *Acquire, administer and employ efficiently the resources and technology necessary for the effective achievement of its stated aims and objectives.*

1.1 Corporate Goals

As knowledge becomes increasingly internationalised, universities must compare and compete. UNIMAS must position itself to meet both national and international development. It must always ensure that its core business of teaching, research and services are competitive and of international standard. It must identify its special opportunities, competitive strengths, and promising niche areas and build upon them centres of selective excellence that will shape UNIMAS's distinctive academic character and mission.

Critical to the success of UNIMAS will be the offering of courses that are market-driven, sensitive to changing social conditions and relevant to the needs of the nation. Rapid socio-economic and technological change together with demographic trends and employment patterns suggest that UNIMAS must also respond to the need for part-time education and training, for the continuing updating of professional and occupational competence, by both conventional and innovative course delivery-systems. UNIMAS must strive to reach a wider audience and clientele than Malaysian universities have conventionally sought.

Excellence in research is another critical success factor. UNIMAS will build and enhance its research infrastructure, establish innovative research groups and special institutes targeting critical intellectual mass to those niche areas of prospective scholarly excellence, and design forms of organisation that will enable it to manage its research activities and to achieve its scholarly goals.

Aware of its social responsibilities not simply to pursue but also to apply relevant knowledge, UNIMAS will also promote and encourage the application of significant research findings to important problems. It will seek to devise ways of synthesising and disseminating information which, in its existing forms, has not been easily available for practical use. A university is not just a custodian of knowledge or a transmitter of received wisdom; it has a more activist role to address pressing national, regional and international issues. UNIMAS's responsiveness to outside expectations and market opportunities will therefore be another important success factor. Significant benefits will accrue to UNIMAS from close and mutually beneficial relations with both government and industry.

The fundamental challenge facing UNIMAS is educational. Its success will depend upon its ability to foster the total development of the learning student. The encouraging of academic and human competence, the development of the capacity for informed analytical reasoning, and the inculcation of self-reliant skills and co-operative attitudes in their personal and professional significant competitive edge in a constantly changing job market.

To achieve its goals, UNIMAS will involve prominent academics and professionals from industry in the continuing evaluation of its curricula and performance. Through such links and the institution of high-powered visiting committees at the faculty and central levels, UNIMAS will ensure high academic standards, the marketability of its graduates and the practical relevance of their training.

Quality in teaching and training can only be assured through rigorous preparation and constant evaluation of curricula, teaching materials, and educational performance. Academic staff will be assisted and encouraged in their teaching and the delivery of related academic services through the establishing of appropriate standards and guidelines for academic performance.

Overall quality in an organisation rests on the efficiency of its administration. UNIMAS will require its administrators to subscribe to quality management principles. An integrated human resource development programme will be organised to ensure a cohesive, skilled, and dedicated work force.

Manpower, or the quality of its human resources and especially of its academic staff, is critical for the establishment and subsequent success of UNIMAS. First-rate academics tend to attract other first-rate academics. If present in sufficient numbers and provided that they are supported by UNIMAS's senior management and ethos, they also create an environment in which their other colleagues aspire to be first-rate and in which mediocre performance is not acceptable. They transform teaching institution into what is generally understood as a university: a place of intellectual quality and distinction. UNIMAS will therefore seek and pursue appropriate ways to attract and retain high calibre staff.

The ability of UNIMAS to absorb and make optimally effective use of new technology will also be critical to its response and delivery systems. UNIMAS will incorporate and take advantage of facilities, in curricular development, in teaching, and in its overall administration.

The creation of a distinctive institutional and organisational identity will be essential to the success of UNIMAS in positioning itself and establishing its character within the nation's and region's tertiary education context. UNIMAS will enhance its reputation and image through strategic planning and marketing.